United Nations E/2010/5

Economic and Social Council

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
25 November 2009

Original: English

Economic and Social Council
Substantive session of 2010
New York, 28 June to 23 July 2010
Item 3(b) of the provisional agenda
Operational activities of the United Nations for international development cooperation: reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund, the United Nations Children's Fund and the World Food Programme

Executive Board of UNDP and of UNFPA
First regular session 2010
19 to 22 January 2010, New York
Item 9 of the provisional agenda
Report to the Economic and Social Council

Report to the Economic and Social Council

Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund

Summary

This report is submitted in compliance with General Assembly resolutions 56/201, 59/250 and 62/208 on the triennial comprehensive policy reviews of operational activities for development of the United Nations system.

The Executive Board may wish to take note of this report and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations.

09-62010 (E) 141209

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I. Introduction

1. This report responds to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system. It follows previous UNDP and UNFPA reports to the Economic and Social Council and may be read in conjunction with the annual reports of the Administrator, UNDP, and the Executive Director, UNFPA, to the Executive Board. Those reports provide an analysis of programme achievements against the key results of the strategic plans of UNDP and UNFPA, 2008-2013, as well as statistical evidence of programme results, cross-sectoral strategies and performance indicators on management and operations.

2. This report also responds to Executive Board decision 2009/3, which requested UNDP and UNFPA to: (a) include in future reports to the Economic and Social Council a more qualitative assessment and analysis of results achieved, progress made and difficulties encountered, as well as lessons learned; and (b) adhere to the structure established in General Assembly resolution 62/208 and to include recommendations to further improve its implementation. This report reflects consultations held among UNDP, UNFPA and the United Nations Children's Fund (UNICEF). All sections of the report reflect actions taken by UNDP and UNFPA to implement General Assembly resolution 62/208.

II. Funding for operational activities of the United Nations development system

3. Total contributions to UNDP and to its associated funds and programmes reached $5.5 billion in 2008. Contributions to regular (core) resources reached $1.1 billion in 2008 in nominal terms. Although this amount was slightly below the level of $1.12 billion attained in 2007, it met the first annual target for regular resources in the UNDP strategic plan, 2008-2013 (DP/2007/43/Rev.1). Total contributions to regular resources nearly reached the 2007 level as a result of volume increases in nominal local currency terms by some donors, exchange rate gains and full payment of pledges by Member States.

4. Projections suggest that contributions to regular resources will decrease to approximately $1 billion in 2009, subject to exchange rate fluctuations, and will be unpredictable for 2010.

5. Other (non-core) contributions to UNDP reached $4.16 billion in 2008, compared to $3.92 billion in 2007. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, decreased from $1.18 billion in 2007 to $0.96 billion in 2008, as envisaged in the UNDP strategic plan. The level of other resources entrusted to UNDP suggests that it continues to support governments in obtaining, directing and managing different types of funding, in accordance with national priorities.

6. Other resources represent an important complement to the regular (non-earmarked) UNDP resource base. However, the ratio of regular contributions to other contributions remained at approximately 1:4 in 2008. As outlined in the integrated resources framework of its strategic plan, UNDP seeks to balance the ratio of regular to other resources and secure an adequate, stable and predictable base of regular resources.

7. In 2008, UNFPA had a donor base of 176 donor governments compared to 182 in 2007. The five largest donors were the Netherlands, Sweden, Denmark, Norway and the United Kingdom. Income from regular contributions was $428.8 million in 2008, an

increase of $9.8 million (2.3 per cent) from 2007. In 2009, regular contributions are expected to reach $458 million, an increase of $29.2 million (6.8 per cent) from 2008. This growth is primarily due to increases in national currency commitments from countries including China, Finland, Japan, Luxembourg, New Zealand, Sweden and the United Kingdom, and the restoration of funding from the United States of America.

8. Other resources include co-financing resources, the junior professional officers' programme and procurement services. In 2008, UNFPA total income from other resources was $375.8 million, which consisted of contributions of $366.1 million and other income, including interest income of $9.7 million.

III. Contribution of United Nations operational activities to national capacity development and development effectiveness

9. The United Nations Development Group defines capacity development as 'the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time'. Capacity development is the central thrust of UNDP and UNFPA programmes that promote strategic partnerships for capacity development research and solutions. UNDP and UNFPA make technical resources and expertise available within and outside their organizations to assist in national capacity development endeavours.

10. The period from September 2008 was marked by a decline in world economic growth and the collapse of major financial institutions. This exacerbated the rise of threats to development, including climate change, energy, food deficits and global pandemics. Progress in development cooperation has not been sufficient to ensure the achievement of the internationally agreed development goals, including the Millennium Development Goals, in all countries.

11. Official development assistance, excluding debt relief, has grown at less than half the rate needed to reach the Gleneagles target of $155 billion by 2010, as agreed at the 2005 Gleneagles summit of the Group of Eight. In June 2009, the United Nations Conference on the World Financial and Economic Crisis and its Impact on Development reached a global consensus on responses to the crisis, prioritized required actions, and defined a role for the United Nations in mitigating the crisis.

12. Due to improvements in public financial management and procurement, the capacity of programme countries to address the economic crisis and to coordinate and manage aid is increasing. However, gaps remain in analysis, policy, strategic planning and evaluation. In accordance with paragraphs 35 to 47 of General Assembly resolution 62/208, UNDP and UNFPA increased support that targeted national capacity, particularly at the subnational level. This support emphasized: (a) national institution capacity development; (b) a coordinated United Nations system approach; and (c) the design of financial and reporting systems.

13. UNDP and UNFPA, along with United Nations partners and other development partners, were therefore able to contribute to the following examples of successful capacity development initiatives.

National institution capacity development

14. UNDP strengthened government capacity to develop policy and functional guidelines on how local governments and the private sector could share responsibilities in providing municipal

public services. UNFPA strengthened national capacity in conducting, utilizing and disseminating census and survey data in the 2010 round of censuses. Through its global programme to enhance reproductive health commodity security, UNFPA strengthened national capacity in the areas of maternal mortality and family planning.

15. UNDP institutional capacity development initiatives have resulted in programmes that are focused on 'linchpin' institutions – those institutions that, once strengthened, are able to carry out not only their own mandates, but strengthen partner institutions as well. For example, UNDP is helping the Government of Afghanistan to rebuild institutions through mentoring and coaching programmes for civil servants, including those for administering justice. In Eastern Europe, UNDP is assisting governments in developing modern and effective institutions in preparation for accession to the European Union.

16. Other initiatives included a 'brain gain' initiative to facilitate the return of skills, and the design of a 10-year national capacity development strategy. In the United Republic of Tanzania, UNDP has a partnership with the Development Gateway Foundation to introduce an online aid information management system that tracks official development assistance and links it to Millennium Development Goal-related results.

17. UNFPA established the first global interfaith network on population and development, which includes over 400 organizations. This network enables partner organizations to obtain expertise within the United Nations system to design and develop programme interventions.

18. To ensure that capacity development initiatives are sustainable, UNDP and UNFPA are facilitating South-South and East-East (collaboration among countries in Eastern Europe) cooperation and an exchange of good practices. UNDP and UNFPA are establishing partnerships with regional and national institutions and using knowledge-sharing platforms and communities of practice (networks of development experts who share an interest in a particular area) to carry out capacity assessments and to provide policy advice and programme support.

19. In 2008 and 2009, UNDP and UNFPA forged or strengthened partnerships with the World Bank, the African Development Bank, the United Nations University, the New Partnership for Africa's Development, the Asian Institute of Technology, the Council of Europe and the League of Arab States, among others. These partnerships are essential to enhancing capacity-development initiatives. In addition, UNDP strengthened communities of practice in focus areas that support South-South cooperation and that facilitate partner-country participation in the Development Cooperation Forum of the Economic and Social Council.

20. UNDP and UNFPA are undertaking cross-sectoral work to address issues such as the promotion of gender equality through the use of national capacity development. In post-crisis and recovery situations, partnerships strengthen the capacity of countries to manage aid by supporting the development of self-sustaining national and subnational institutions.

Coordinated United Nations system approach

21. In February 2009, the High-level Committee on Programmes elaborated an action framework in response to global financial and economic crises. The committee articulated nine joint crisis initiatives for action at global, regional and country levels. The Chief Executives' Board for Coordination endorsed the initiatives in April 2009. The initiatives encourage United Nations organizations to consolidate their resources and to make them accessible to country teams

to assist governments in assessing and responding to national needs in the following areas: (a) additional financing for the most vulnerable; (b) food security; (c) trade; (d) a 'green' economy initiative; (e) a global jobs pact; (f) a social protection floor; (g) humanitarian, security and social stability; (h) technology and innovation; and (i) and monitoring and analysis.

22. The initiatives provide a joint United Nations response to immediate country needs and deficits in capacity and consolidate support so that the least developed countries, low-income countries and other countries with large vulnerable populations have immediate assistance. In September 2009, the Chair of the United Nations Development Group requested resident coordinators and country teams to respond to the economic and financial crisis, to ensure government participation and leadership, to apply existing and new programme guidance, and to reposition United Nations interventions on the ground.

23. The Secretary-General presented the first report of the Global Impact and Vulnerability Alert System, *Voices of the Vulnerable: The Economic Crisis from the Ground Up*, to the sixty-fourth session of the General Assembly and to the G20 summit in September 2009. UNDP and UNFPA are supporting the further development of this inter-agency initiative.

24. Capacity development features prominently in the guidance provided for country programmes and in the ongoing revision of the guidelines for common country assessments and United Nations Development Assistance Frameworks. United Nations Development Assistance Frameworks reflect an approach to capacity development that supports national plans and includes expertise from the entire United Nations country team as well as from non-resident United Nations agencies and organizations.

25. To assist United Nations country teams as they integrate capacity development into their development assistance frameworks and programmes, the United Nations Development Group developed a technical brief on capacity development and a capacity-assessment methodology. A revised online learning module on capacity development is also available through the United Nations System Staff College. UNDP and UNFPA integrated capacity-development principles into country-level analyses and into monitoring and evaluation frameworks.

Designing, measuring and reporting on capacity development initiatives

26. A challenge for the United Nations system has been the design of capacity-development initiatives and the monitoring and reporting of capacity-development successes, challenges, lessons and gaps. UNDP and UNFPA support to country teams in formulating and reviewing their United Nations Development Assistance Frameworks includes a systematic capacity-oriented assessment, results framework and monitoring process at national and regional levels.

27. In the Asia and the Pacific region, UNFPA, UNDP and UNICEF established a regional working group on capacity development, which provides support to United Nations country teams in the region. Similar initiatives have been undertaken in Latin America and in Southern Africa. These initiatives help to build regional resources for country teams to enable them to have common approaches to designing programmes, measuring results and reporting.

28. Lessons point to the value of inter-agency responses to country requests, the need for better interregional exchanges, the compilation of successful capacity-development endeavours, and the identification of gaps in capacity. UNDP and UNFPA must also review their programmatic consistency, and the strengths and weaknesses of the support they provide to capacity-development policy.

South-South cooperation

Mainstreaming South-South and triangular cooperation

29. The triennial comprehensive policy reviews and the high-level committee on South-South cooperation, a subcommittee of the General Assembly, provide guidance for South-South cooperation. The report of the Secretary-General on the state of South-South cooperation (A/64/321) provides examples of South-South solutions to development challenges that the Special Unit for South-South Cooperation, hosted by UNDP, has supported.

30. The outcome of the December 2009 High-level United Nations Conference on South-South Cooperation, to be held in Nairobi, Kenya, will provide the direction for enhanced collaboration and South-South initiatives for 2010 and beyond. The Special Unit for South-South Cooperation, in collaboration with the high-level task force on food security, the high-level task force on climate change, the Chief Executives' Board, the Joint United Nations Programme on HIV/AIDS, and the World Health Organization, is developing an inter-agency framework to use South-South cooperation to respond to the challenges of food security, climate change and HIV/AIDS.

31. UNDP and UNFPA played important roles in working with national governments to facilitate South-South cooperation. South-South and triangular cooperation (development cooperation involving two or more developing countries, supported by a northern donor country or an international organization) are growing dimensions of international development cooperation. They play a complementary role to traditional and bilateral aid. South-South relationships are yielding results in the form of enhanced regional and cross-border cooperation.

32. Among the key issues that have emerged in South-South and triangular cooperation are those that are global and transnational in scope. Developing countries are consolidating and strengthening interregional, regional and subregional cooperation to address global trends such as increased vulnerability to financially volatile markets, rapid rates of urbanization, epidemics and declining food security.

33. UNDP and UNFPA work directly with governments to identify South-South linkages. A number of developing countries have now taken measures to include South-South approaches in their national development plans.

34. UNDP country offices report an increase in South-South cooperation in all practice areas. The first Global South-South Development Expo, launched in 2008 by the Special Unit for South-South Cooperation, showcased more than 60 best practices for South-South cooperation. UNFPA supported 189 South-South initiatives in 2008. These included South-South partnerships in the following areas: fistula repair, census management, population surveys, the delivery of reproductive health services, HIV infection among women, gender-based violence, the use of database software, training, raising awareness of population and development issues, and gender mainstreaming.

Technical assistance

35. At the country level, UNDP and UNFPA provide assistance for needs assessment exercises, position papers, presentations and national-level discussions with ministries, members of the national legislature, non-governmental organizations and the media. UNFPA facilitated the provision of technical assistance by experts from developing countries, peer learning and training

at southern centres of excellence in the areas of gender mainstreaming, HIV/AIDS, fistula surgery and management, and aid effectiveness. These initiatives took place in Bangladesh, Benin, Burkina Faso, Niger and Togo. At the regional level, the UNFPA approach to delivering technical assistance seeks to strengthen networks of institutions to support national capacity development.

36. Other examples of technical assistance include UNDP multi-country learning tours to exchange knowledge and experience. The tours focused on conflict situations and solutions, reconciliation and sustainable peace. Identifying solutions for potential crises has also emerged as an area of South-South and triangular cooperation.

37. In 2006, the Special Unit for South-South Cooperation launched the South-South global assets and technology exchange system. The system provides a global, South-South online venue that facilitates market-driven exchanges of technology, assets, services and financial resources among the private sector, the public sector and civil society. The system has four components: (a) technology exchange; (b) human development investment exchange; (c) creative economy; and (d) climate change.

38. The Special Unit for South-South Cooperation strengthened the 'web of information for development', an online system for sharing information related to South-South cooperation. UNDP and the Special Unit participated in the Fourth Tokyo International Conference on African Development in May 2008, in preparation for the Fifth Africa-Asia Business Forum that took place in Uganda in June 2009. The forum focused on the tourism industry and the implementation of a tourism development strategy.

Gender equality and women's empowerment

39. UNDP and UNFPA are guided by strategies that promote gender equality and women's empowerment within the focus areas of their strategic plans. UNDP and UNFPA have launched global and grassroots initiatives to strengthen national capacity to integrate gender equality into national development planning and budget frameworks. Both organizations seek to improve accountability and build capacity to advance gender equality and support women's political empowerment.

40. UNFPA collaborated with the United Nations Development Fund for Women to provide support for United Nations staff and partners on gender-responsive budgeting. UNDP and UNFPA are working with UNICEF and other partners to develop learning materials on gender development issues. UNFPA developed a comprehensive, human rights-based approach training package for stakeholders, and UNDP worked with electoral management bodies and political parties to enhance women's civic and political participation. UNDP hosts a global web portal for women in politics. UNFPA and UNICEF launched a joint programme on female genital mutilation/cutting in 12 countries.

41. UNDP has analysed the gender dimension of the global economic crisis and issued a policy guidance note on how to convert the crisis into opportunities for poor women and men. UNFPA provides resources and tools so that the access of women and vulnerable groups to health services is not adversely affected by the economic crisis. UNDP and UNFPA have led global consultations, undertaken country-level needs assessments, and supported a grassroots, action-oriented policy research initiative to respond to the global economic crisis.

42. UNDP has focused its efforts on the implementation of an eight point agenda for women's empowerment and gender equality in crisis prevention and recovery. In implementing the agenda,

UNDP seeks to support crisis and post-crisis countries in addressing women's economic, political and social needs. In mid-2009, UNDP deployed senior gender advisers to work in seven conflict or post-conflict countries. The gender advisers play important roles in implementing Security Council resolutions 1325, 1820, 1888 and 1889 on women, peace and security. UNDP also launched initiatives to examine financing for gender equality in early recovery programmes and ensure women's political and civic participation in post-conflict elections.

43. UNDP and UNFPA are strengthening efforts to introduce a gender dimension into issues such as the environment and sustainable development. UNDP launched a resource guide on gender and climate change, and UNFPA prepared a comprehensive resource kit on gender, population and climate change.

44. UNDP is a leading partner in the global climate change alliance that seeks to ensure that climate-change policies and initiatives at global, regional and national levels take into account gender dimensions and include women in decision-making processes. UNDP and the United Nations Environment Programme are integrating gender issues into their poverty and environment initiative by engaging women's networks and ensuring that the initiatives are gender-responsive.

45. UNFPA and UNDP have developed partnerships with civil society networks that integrate gender issues into national development planning processes. UNFPA has worked with development partners to help governments build capacity in gender-responsive budgeting. Gender-responsive budgets are one way to ensure that women's economic rights are addressed within national finance and planning systems. UNFPA will also help to ensure the inclusion of programmes to eliminate female genital mutilation/cutting in national development frameworks.

Transition from relief to development

46. The United Nations and its partners are facing situations where growing tensions, violence and natural disasters have stalled development or reversed past development gains. These events are making countries more vulnerable than ever before. The Food and Agriculture Organization of the United Nations estimates that, by the end of 2009, hungry persons in the world may surpass 1 billion, roughly one sixth of the world's population. Hundreds of millions of people may be on the move in the next ten or 20 years, driven by conflicts, floods, droughts or rises in sea levels.

47. While the effects of climate change are felt globally, the brunt of climate change is borne by the poorest and most vulnerable people. Women are particularly affected, in addition to the structural inequalities they face in the socio-economic and political spheres. Violence and disasters tend to deepen and perpetuate these inequalities.

48. UNDP and UNFPA, along with their partner organizations, are witnessing the emergence of large-scale and cyclical humanitarian needs in areas where there is a lack of extensive experience or expertise. As a result of their field presence and their ability to liaise with local partners, UNDP and UNFPA are able to support efforts to reduce the vulnerability of countries to crises and conflicts, promote human development principles in humanitarian settings, and establish the foundations for a transition from 'relief to development'.

49. UNDP and UNFPA must build stronger national and regional capacities and pool regional resources to enable countries to respond jointly to common concerns and to help each other in times of need. Conflict prevention, disaster preparedness and risk reduction at local, national and regional levels are priorities for UNDP and UNFPA, along with the development of a new business model for humanitarian response and relief efforts.

50. UNDP is providing technical support to more than 40 disaster-prone countries by integrating disaster risk management into development planning and programming, and by strengthening institutional structures for disaster preparedness. UNDP is strengthening national technical expertise to analyse the risks related to climate variability and develop risk-management solutions.

51. In collaboration with the World Bank and United Nations system partners, UNDP has supported post-disaster needs assessments and the design of recovery frameworks in Western Africa and South-East Asia. These assessments address the impact of natural disasters and provide a vision for the reconstruction of infrastructure and the restoration of public services.

52. UNFPA provided support to approximately 60 countries and worked with other United Nations organizations to build consensus on reproductive health issues in protracted crisis and recovery situations. UNFPA sought to mainstream gender concerns in humanitarian situations and, with UNDP, developed a gender information tool to better analyse gender gaps in recovery situations.

53. The Bureau for Crisis Prevention and Recovery, UNDP, is implementing plans of action for early recovery in five countries. They include strengthening early recovery coordination and programming capacity and early recovery projects at the local level. As part of the Inter-Agency Standing Committee, the primary mechanism for the inter-agency coordination of humanitarian assistance, UNDP has helped to establish early recovery coordination mechanisms in 32 countries and supported needs assessments and strategic frameworks in ten countries.

54. UNDP and UNFPA played active roles in the global uniformed services task force and in the United Nations working group on disarmament, demobilization and reintegration. UNDP provided technical support to 24 national disarmament, demobilization and reintegration programmes. These programmes contributed to the disarmament and demobilization of more than 350,000 former combatants and provided reintegration assistance to 60 per cent of them. UNFPA has led efforts to ensure that reproductive health and gender issues are included in the guidelines on disarmament, demobilization and reintegration.

55. In 2009, UNFPA and UNDP contributed to the implementation of the following Security Council resolutions: (a) resolution 1308 (2000) on the maintenance of international peace and security: HIV/AIDS and international peacekeeping operations; (b) resolution 1325 (2000) on women in conflict and post-conflict situations; and (c) resolutions 1820 (2008) and 1888 (2009) on sexual violence in conflicts.

56. In 2008, UNDP contributed to United Nations peace-building efforts through 39 projects in 11 countries. The projects supported peace processes through the reform of the judiciary and the security forces, through dialogue on reconciliation, and by strengthening governance functions.

57. In the transition from relief to development, UNDP and UNFPA will place greater emphasis on: (a) preventive activities to reduce vulnerability to conflicts and disasters; (b) the

link between conflicts, disasters and climate change; (c) sustainable solutions through stronger partnerships; and (d) new technologies and advanced systems to respond to emergencies.

IV. Improved functioning of the United Nations development system

Coherence, effectiveness and relevance

58. With the endorsement by the United Nations Development Group of a resident coordinator management and accountability system, UNDP, UNFPA and UNICEF worked with other United Nations partners to implement and monitor the system for resident coordinators and members of United Nations country teams. The United Nations Development Group also developed a new job description for resident coordinators and guidelines on working relations for the resident coordinator and the United Nations country teams. The guidelines include a mechanism to resolve disputes between the resident coordinator and members of the United Nations country team.

59. The United Nations Development Group is revising the guidelines for United Nations Development Assistance Frameworks. The revised guidelines, which are expected to be completed by the end of 2009, seek to simplify the United Nations Development Assistance Framework process, make it a flexible and less time consuming tool for country-level programming, and ensure greater accountability for results. UNFPA and UNDP are actively engaged in the discussions.

60. UNDP and UNFPA contributed to the inter-agency initiative to develop a standard operational format for United Nations Development Assistance Framework performance and results reporting to national governments, as mandated by General Assembly resolution 62/208. This will further harmonize reporting practices and reduce the financial burden of multiple reporting.

61. With the active participation of UNDP and UNFPA, the United Nations Development Group is also developing guidelines for a 'one budgetary framework'. The guidelines will promote coherence and transparency in the planning and budgeting process of the United Nations country team by indicating each organization's funded and unfunded activities within the United Nations Development Assistance Framework. The United Nations Development Group will make the guidelines available in 2010.

62. UNDP and UNFPA were involved in the 2008 'delivering as one' stocktaking exercises undertaken jointly by governments and United Nations country teams. The results of the exercises, revealed in a synthesis report, indicated that: (a) government ownership and leadership is being strengthened to ensure that the United Nations supports national development priorities; (b) the resident coordinator function was further strengthened following clarification of the division of labour within the United Nations system; and (c) the programming process is more coordinated, coherent and inclusive of all relevant United Nations mandates and expertise.

63. The outcome statement of the intergovernmental meeting of programme country pilots on 'delivering as one', which took place in Kigali, Rwanda, from 19 to 21 October 2009, reinforced the results of the 2009 'delivering as one' country pilot stocktaking exercises.

Regional dimensions

64. UNDP and UNFPA participate actively in regional directors' teams. The regional directors' teams: (a) provide technical support to resident coordinators and United Nations country teams; (b) undertake quality assurance of United Nations Development Assistance Frameworks; (c) carry out performance assessments of the resident coordinator; and (d) resolve disputes, as outlined in the management and accountability system for the resident coordinator system. They also contribute to the regional coordination mechanisms of the United Nations regional commissions.

65. Some of the regional directors' teams, such as those in eastern and southern Africa, are organized into clusters. The clusters include: (a) quality support and assurance, and programme support; (b) the Millennium Development Goals; (c) capacity development; (d) gender and human rights; (e) emergency preparedness and humanitarian response; (f) food security; (g) health; (h) HIV/AIDS; (i) environmental sustainability; and (j) climate change. A challenge is the extent to which all organizations of the United Nations system can participate at the regional level, given their different operational mechanisms and different presence in some regions. Participation by United Nations organizations in the regional directors' teams continues to grow.

66. The recent creation of UNFPA regional offices has resulted in: (a) more effective operations; (b) improved collaborative relationships with other United Nations entities; and (c) a stronger field focus. UNDP and UNFPA are working with United Nations partner organizations to ensure that the regional directors' teams strengthen their support to country-level programming.

Transaction costs and efficiency

67. Through the High-level Committee on Management of the Chief Executives' Board for Coordination, UNDP and UNFPA are supporting the harmonization of business practices. UNDP, UNFPA, UNICEF, the United Nations World Food Programme and the United Nations Secretariat expect to present a harmonized set of financial regulations and rules to their respective governing bodies in 2011, in the context of implementing the international public sector accounting standards.

68. In 2009, the United Nations Development Group approved draft guidelines on harmonized procurement at the country level. The Group is revising the guidelines on common services and the training programme for country offices. To strengthen national capacity in public financial management, UNDP and UNFPA continue to implement the harmonized approach to cash transfers in country-level programming. They also piloted common information and communication platforms this year in two 'delivering as one' pilot countries.

69. The working group on joint funding, finance and audit, which UNFPA co-chairs, is preparing a guidance note on the one budgetary framework. This will permit United Nations organizations to identify savings in efficiency under the administrative budget and use the funds for their respective programmes. Building on the Millennium Development Goals achievement fund, a new fund was created to support 'delivering as one' initiatives at the country level. The new fund disbursed over $80 million to pilot and other countries to enhance coherence and coordinated programme delivery.

Country-level capacity of the United Nations development system

70. UNDP and UNFPA are committed to strengthening their capacity at the country level in order to respond to the guidance provided in General Assembly resolution 62/208 including: (a) a greater emphasis on results-based management; (b) improved monitoring and evaluation; (c) substantive and responsive programming; (d) gender balance; and (e) capacity development. Both organizations participated in induction training programmes for staff (including those for resident coordinators, representatives and country directors), internal capacity assessments and realignment, and performance management and appraisals.

71. UNDP and UNFPA collaborate with the United Nations System Staff College, the United Nations Institute for Training and Research, the International Labour Organization and other partners in designing training modules for staff capacity development and performance, including those for United Nations country team leadership and coordination skills workshops. UNDP and UNFPA also support the United Nations Cares programme that addresses HIV in the workplace.

Evaluation of operational activities for development

72. In 2008-2009, UNDP and UNFPA provided resources to expand the coverage of independent evaluations and participated in the United Nations Evaluation Group, which UNDP chairs.

73. In 2008, UNDP completed nine assessments of development results, and increased its coverage by 100 per cent. Ongoing assessments of development results cover an additional 15 countries, one regional cooperation framework for Europe and the Commonwealth of Independent States region and the third regional cooperation framework for the Arab States. In addition, UNDP conducted an evaluation of UNDP work with the least developed country fund and the special climate change fund.

74. In 2008, UNFPA conducted 120 evaluations: 112 at the country level and eight at the regional and global level. At the country level, UNFPA conducted nine evaluations jointly with other United Nations organizations. UNFPA also undertook a thematic evaluation of its humanitarian response. The evaluation made recommendations regarding the implementation of the UNFPA humanitarian response strategy, the UNFPA role in the United Nations coordination of humanitarian responses, and related internal processes and structures.

75. In June 2009, the Executive Board approved the UNFPA evaluation policy (DP/FPA/2009/4), which seeks to ensure that evaluation at UNFPA is a comprehensive function that reinforces accountability, oversight and learning, in order to support management decisions and enhance programme effectiveness. UNDP and UNFPA are strengthening their evaluation capacity by contributing, through the United Nations Evaluation Group, to improved measurement and approaches to reporting on development effectiveness.

V. Follow-up

76. UNDP and UNFPA implement the mandate of the triennial comprehensive policy review through their strategic plans. Key areas of the triennial comprehensive policy review

are included in the UNDP and UNFPA strategic plans, 2008-2013, which are monitored by the indicators in the management and development results frameworks. UNDP and UNFPA place emphasis on national ownership and national capacity development.

77. The UNDP strategic plan outlines a dual role for UNDP, as manager of the resident coordinator system and as a programme and operational development partner. Within this context, the institutional results matrix of the UNDP strategic plan indicates key institutional outputs, indicators and targets aligned with the triennial comprehensive policy review.

78. The institutional results and the accompanying outputs include: (a) an emphasis on improved effectiveness, efficiency, coherence and impact of the United Nations development system to ensure the implementation of General Assembly resolution 62/208, and to assist countries in achieving their development goals; (b) strengthened ownership of the resident coordinator system by the United Nations development system; (c) resident coordinator knowledge management systems; (d) strengthened resident coordinator capacity; (e) the mobilization of resources for United Nations country-level work; (f) enhanced reporting on resource implications; (g) strengthened partnership arrangements with United Nations partners; and (h) more structured partnerships with international financial institutions.

79. UNDP reports annually to the Executive Board on the progress made in achieving its development targets. The most recent report was on the operationalization of the UNDP strategic plan, 2008-2013 (DP/2009/11).

80. As indicated in its strategic plan (DP/FPA/2007/17), UNFPA supports countries in implementing national priorities related to the goals of the International Conference on Population and Development, based on national ownership and leadership by programme countries.

81. National capacity development is a central thrust of UNFPA work at the country level. UNFPA monitors its support to capacity development through a reference set of outputs in its strategic plan. The recommendations contained in General Assembly resolution 62/208 guide the UNFPA strategy on United Nations reform, which is a UNFPA priority. UNFPA has included an output on United Nations reform in the management results framework of its strategic plan, which it monitors through indicators and targets.

82. UNFPA reports annually to the Executive Board on the progress it has achieved on the indicators in its development and management results frameworks. The most recent report, (DP/FPA/2009/2 (Part I), provides information on the indicators related to UNFPA contributions in the key areas of General Assembly resolution 62/208. These include UNFPA participation in joint programming, incorporation of the central issues of the Programme of Action of the International Conference on Population and Development into United Nations Development Assistance Frameworks, South-South cooperation, and cooperation in capacity development.

VI. Recommendation

83. The Executive Board may wish to take note of this report (E/2010/5) and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations.